



THE J.M. SMUCKER Co.

INVESTOR DAY

DECEMBER 10, 2020



MARK SMUCKER

President & Chief Executive Officer

Driving Long-Term Shareholder Value



INVESTOR DAY 2020

AGENDA

MARK SMUCKER

President & Chief Executive Officer

AMY HELD

Chief Strategy & International Officer

GEOFF TANNER

Chief Commercial & Marketing Officer

JILL PENROSE

Chief People & Administrative Officer

JOHN BRASE

Chief Operating Officer

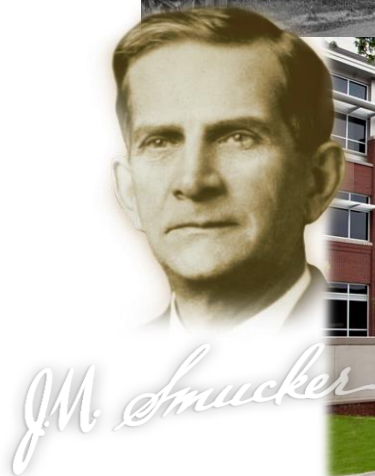
TUCKER MARSHALL

Chief Financial Officer

FOUNDED
NEARLY
125
YEARS
AGO



\$7.8B
NET SALES
IN FY20



PET FOOD



COFFEE



SNACKING



Acquisition Timeline



TRANSFORMATIONAL JOURNEY FOCUSED ON:

- **INNOVATION**
- **CHANNEL EXPANSION**
- **MARKETING**
- **CONSUMER INSIGHTS**



Strategic Growth Imperatives



**LEAD IN THE
BEST CATEGORIES**



**BUILD BRANDS
CONSUMERS LOVE**



BE EVERYWHERE

**CONSISTENT
NET SALES
GROWTH**

**FINANCIAL
DISCIPLINE**

FY21 KEY PRIORITIES

**COMMERCIAL
EXECUTION**

**COMMITMENT
TO OUR
PURPOSE**

REFRESHED STRATEGIC PLANS



Focus on Execution Excellence

1

DRIVE
COMMERCIAL
EXCELLENCE

2

STREAMLINE
OUR COST
INFRASTRUCTURE

3

RESHAPE
OUR
PORTFOLIO

4

UNLEASH OUR
ORGANIZATION
TO WIN

Basic Beliefs



A LOT HAS CHANGED OVER THE LAST
120+ YEARS, BUT THE **VALUES**
AND **PRINCIPLES** THAT DEFINED OUR
COMPANY REMAIN THE SAME

QUALITY

PEOPLE

ETHICS

GROWTH

INDEPENDENCE

FOUNDATION FOR
FUTURE STRATEGY, PLANS
& ACCOMPLISHMENTS

GUIDEPOSTS
FOR DECISION-MAKING AND
DAILY INTERACTIONS